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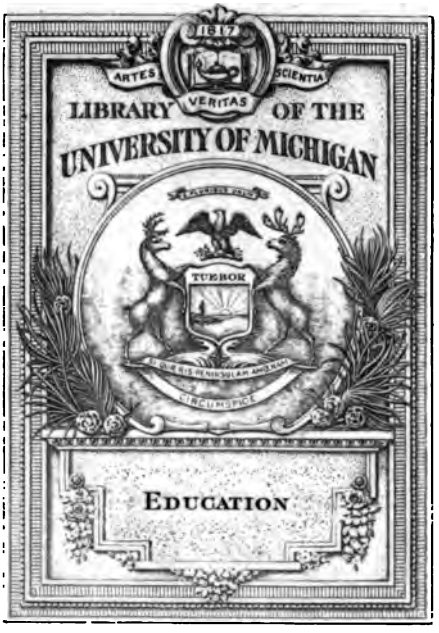
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OPPORTUNITIES IN THE NEWSPAPER BUSINESS

OPPORTUNITY BOOKS

OPPORTUNITIES IN THE NEWSPAPER BUSINESS
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By Ellwood Hendrick

OPPORTUNITIES IN FARMING
By Edward Owen Dean

OPPORTUNITIES IN MERCHANT SHIPS
By Nelson Collins

IN PREPARATION

OPPORTUNITIES IN AVIATION
By Captain Arthur Sweetser

HARPER & BROTHERS, NEW YORK
Established 1817

SECTION OF CITY ROOM OF *THE NEW YORK GLOBE*

Jason Rogers, Publisher of *The Globe*, is telling a Journalism Class of New York University how to run a newspaper. The first desk is that of the City Editor; the circular one behind which the speaker stands is the copy-desk. Behind him and at his extreme right are the automatic electric machines of the news-gathering organizations. The telephone-booths are for long-distance conversations. To their left a door opens to the composing-room. Desks for the various reporters are outside the rail, but are not shown in the illustration.

UNIV.

OPPORTUNITIES *in the* NEWSPAPER BUSINESS

By JAMES MELVIN LEE

Director, Department of Journalism, New York University; Author, "History American Journalism" "Ethics for Newspaper Men" etc.

HARPER & BROTHERS
Publishers New York and London

OPPORTUNITIES IN THE NEWSPAPER BUSINESS

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OPPORTUNITIES IN THE NEWSPAPER BUSINESS

OPPORTUNITIES IN THE NEWSPAPER BUSINESS

I

INTRODUCTORY

THE first question naturally concerns itself with just what is a newspaper. When Joseph Pulitzer purchased *The World* in New York he stated in an editorial announcement that his newspaper was to be "An institution that should always fight for progress and reform, never tolerate injustice or corruption, always fight demagogues of all parties, never belong to any party, always oppose privileged classes and public plunderers, never lack sympathy with the poor, always remain devoted to the public welfare, never be satisfied with merely printing news, always be drastically independent, never be afraid to attack wrong, whether by predatory plutocracy or predatory poverty." While a

newspaper should have high ideals, it is, nevertheless, an economic product made and sold the same as any other commodity. It is, however, different from the usual product of a manufacturing plant in that it comes from joint production.

The maker of a newspaper sells two things. He sells the news and other reading-matter to the reader, but at the same time he sells display space to the advertiser. The value of this space thus sold depends upon the quality and quantity of the readers of the newspaper. This relation is most complex. In other plants of joint products manufacture is much simpler than in the newspaper-shop. In the packing industry, for example, dressed meat was once supposed to be the only product. To-day every one knows of other joint products, such as hides to be used in the manufacture of shoes, horn to be turned into buttons, pharmaceutical preparations made from the various glands of animals, fertilizers from bones, hair which gives the adhesive quality to plaster; even the fine hairs inside a sow's ear are clipped and saved for the finest brushes—in fact, everything about the animal is used except the dying squeal or bellow of the beast. All these joint products, however, are made and marketed sepa-

rately through wonderful co-operation in all departments of the packing industry.

The case of the newspaper is slightly different, for the news sold to the reader and the space sold to the advertiser must be marketed together in the same container, to use an economic phrase. This container, of course, is the white paper on which the news is printed and the advertisement displayed. Between the editorial department, which looks after the text columns, and the advertising department, which looks after the advertisements, there is not always the co-operation found in the packing industry. The interests of the reader and of the advertiser are not always the same.

The paper container for the news and the advertising is more important than that used in other industries. Its high cost is a sufficient explanation. The box in which soap is packed bears only a slight relation to the total cost of production. The white paper, on the other hand, which contains in its folds the news and the advertisements, costs so much that it is a most important factor in newspaper production. The manufacture of the container, in fact, is so important that it practically demands a separate book which would describe the opportunities offered in

several other trades. Every metropolitan newspaper offers employment to a certain number of skilled mechanics to look after the printing-presses, the typesetting-machines, etc. The leading dailies almost invariably have staff photographers, artists to draw illustrations and diagrams, stereotypers to cast plates for the presses, engravers to make the cuts, bookkeepers and accountants to look after the financial side of production, chauffeurs to run the automobiles which deliver printed papers in suburban districts, etc. With the work in these trades, as found in the newspaper plant, the present volume has nothing to do other than to add that such labor is just as agreeable and often more interesting than that found in other industries employing these same workers in the manufacture and distribution of their products. It is not, therefore, to the container and its manufacture, but to the real products of production, the news and the advertising, that this volume will devote its attention.

As many newspaper men began their work in the rural printing-office, the country weekly will be considered first. The daily published in a small city will be treated next, and finally metropolitan journalism as it is found to-day will be described.

In order that those who have become interested in the opportunities offered in newspaper work may pursue the study of the subject still further, an appendix has been added in which will be found a bibliography of the more important books relating to the editing and making of newspapers. These books and pamphlets will make a good working library for those who select the newspaper business.

II

THE COUNTRY WEEKLY

THE school of journalism in which many of the leading newspaper men of to-day learned their business may be found in the office of some village weekly. Don C. Seitz, business manager of *The New York World*, seldom makes a speech in which he does not refer to the "good old times" when he worked as the printer's devil on *The Advertiser*, at Norway, Maine. Its publisher, Simeon Drake, like all country editors, wanted news items and thought that the "devil" should pick up a few in loafing hours. The first item turned in by Mr. Seitz read about as follows: "Granville Reed has a stalk of Southern corn in his garden thirteen feet high." Mr. Drake read the item and then gave Mr. Seitz his "first and fundamental lesson in journalism, big or little," in the following criticism: "You don't tell who Mr. Reed is, you don't say where he lives, and you don't make any point complimentary

to him." Going to the type-case, Mr. Drake rearranged the item, "Former-Selectman Granville Reed has an agricultural wonder in his well-kept garden on upper Main Street, in the shape of a stalk of corn which under his able attention has reached the extraordinary height of thirteen feet."

The country weekly offers exceptional opportunities to any young man who appreciates the attractions of rural life and is content to live in a small town. If the financial rewards are smaller in this field, the cost of living is so much lower that the amount an individual may save each year is often larger than in a broader field. In the small town the local editor may have his own garden, keep his own chickens, have his own cow, drive his own horse, or run his own automobile and thus get more out of life than the newspaper man working under a continuous nervous strain in the city.

The young man, to be successful in the country field, must have sympathy with conditions as they obtain in our rural sections. He must conduct his paper according to the standards of the town and not try to imitate city papers. To get the news he must be what is commonly called "a good mixer," and become one of the people among whom

he has cast his lot. The interests of the community must be his interests. His great problem is to make town people proud of the local newspaper.

Because his relation with readers is closer than is the case with the city dailies, he must know exactly the province of the country weekly. Kansas, famous for its weeklies, is a state where journalism is still personal. Its papers are known as the property of their owners. Possibly no editor is more familiar with journalism in rural districts than William Allen White, editor of *The Gazette*, at Emporia, Kansas, and for this reason his remark, taken from an article in *Harper's Magazine*, possesses unusual interest for the young man who considers entering the country field:

> Our papers, our little country papers, seem drab and miserably provincial to strangers; yet we who read them read in their lines the sweet, intimate story of life. And all these touches of nature make us wondrous kind. It is the country newspaper, bringing together daily the threads of the town's life, weaving them into something rich and strange, and setting the pattern as it weaves, directing the loom, and giving the cloth its color by mixing the lives of all the people in its color-pot—it is this country newspaper that reveals us to ourselves, that keeps our country hearts quick and our country minds open and our country faith strong.

Like the city editor, the country journalist must give readers what they want. He must, in other words, produce an economic commodity which meets a real demand on the part of subscribers. To what they want he may add, by way of good measure, what they ought to have. In every rural community some product of the soil grows best, for climatic or other reasons. To the growth and cultivation of this product he should pay special attention. For hints and suggestions he should read the government publications of the Department of Agriculture. He should form an intimate connection with state schools of agriculture and should study the various bulletins issued by the state Department of Agriculture, which are often of more practical value than those from Washington. To the state school of agriculture he may refer all special problems which confront the farmers in his district.

The successful rural publisher knows how to keep down the cost of production. His print-shop is often a "one-man proposition." By that expression is meant that the country editor must look after every end of the business. He is not only the editor, but also the advertising manager, the circulation manager, and often the printer of both the

newspaper and of the job-work done in the town. In such cases it is necessary that he should know that practical side of printing upon which Mr. Ochs, of *The New York Times*, lays such stress.

In addition to possessing the qualifications for the duties already mentioned, the country editor should be a good financier. He ought to know what a line of advertising actually costs. In doing job-printing he ought to figure in such a way that the piece of work will yield a fair profit. Too often he neglects to add his own time spent on the job and to consider the overhead charges, the wear and tear on machinery. Even if he owns the building where his paper is printed he should charge rent to running expenses. When an item is distinctly advertising he should charge a fair rate for its insertion in his paper. People who would not think of obtaining goods elsewhere for nothing often seek to impose upon the country editor, whom they take for "an easy mark." He is not in business for his health—even though the country field offers exceptional opportunities in this line—but to make a comfortable living, judged by the standards of the town. In the purchase of material he should avail himself of all cash discount,

and he might, with advantage, combine with other country publishers to buy white paper in large lots and thereby secure a lower price. To keep his presses busy all the time he should arrange his work according to a definite schedule. For a piece of job-work wanted immediately he is justified in asking a higher price, while for one "sandwiched in" to keep the presses running he may quote a lower rate, but still sufficiently high to render a legitimate profit. In printing blanks and stationery for use in the newspaper office, he should use the presses when they would otherwise be idle.

In the past the country publisher has quoted a certain fixed price, usually based upon prevailing prices asked in other job offices, often so low that it would not return a legitimate profit. Successful country print-shops to-day are quoting not a definite price, but a tentative one based upon the actual time employed in turning out the job, the cost of materials used, the fixed overhead expense, and a profit of 10 per cent. added to the work. This seems to be a fair computation. A little experience enables one to give the approximate cost for a piece of work.

The rural weekly should be just as regular in its publication as a metropolitan daily.

People "get the habit" of expecting the home paper at a certain time on a certain day of the week. The post-office is visited, and, if the paper is not in the box, disappointment results. The metropolitan daily catches the mail-trains and reaches its delivery-trucks on schedule time even if a most important item of news is breaking at the moment of going to press. Nothing displeases a subscriber more than disappointment in getting his copy regularly.

Even a weekly journal should aim to give readers local news while it is news. If something of unusual importance happens while the regular edition is being run off, the item can be put in type and run off on a job press. Slipped as a little supplement into the folded papers before delivery to the post-office, it is more than worth the extra labor and cost, because it pleases the subscribers and gives the paper a reputation for news.

A definite schedule for work to be done on each day of the week will be found helpful in getting out a newspaper promptly on "press day." Such a schedule would set aside the day after going to press for the collection of bills and the solicitation of advertising and subscriptions. While a

watchful eye should be ever kept on local news, one or two days may be utilized almost completely for job-work. Correspondents in neighboring hamlets should be instructed to have their letters in the office at least two days in advance of publication. Advertisers may be educated to get their copy in early, so that the last day may be given up entirely to composition and making the forms ready for press. Local conditions will determine what is best for individual days.

By way of an epitaph, Horace Greeley wanted the following inscription put on his tombstone:

Founder of *The New York Tribune.*

Two monuments in the city of his adoption bear constant witness to this fact. Though he worked in the city, he still kept his heart in the country. Making his home on a little farm in the town of Chappaqua, he found time after the day's work to till the soil and clear the field. From intimate association, none better than he knew what the country folk wanted in a newspaper. There is, therefore, sound advice in these suggestions which he gave to a friend about to start a country weekly:

NEWSPAPER BUSINESS

FRIEND FLETCHER,—I have a line from you, informing me that you are about to start a paper at Sparta, and hinting that a line from me for its first issue would be acceptable. Allow me, then, as one who spent his most hopeful and observant years in a country printing-office, and who sincerely believes that the art of conducting country (or city) newspapers has not yet obtained its ultimate perfection, to set before you a few hints on making up an interesting and popular gazette for a rural district like yours.

I. Begin with a clear conception that the subject of deepest interest to an average human being is himself; next to that, he is most concerned about his neighbors. Asia and the Tongo Islands stand a long way after these in his regard. It does seem to me that most country journals are oblivious to these vital truths. If you will, so soon as may be, secure a wide-awake, judicious correspondent in each village and township of your county—some young lawyer, doctor, clerk in a store, or assistant in a post-office—who will promptly send you whatever of moment occurs in his vicinity, and will make up at least half your journal of local matter thus collected, nobody in the county can long do without it. Do not let a church be organized, or new members be added to one already existing, a farm be sold, a new house be raised, a mill be set in motion, a store be opened, nor anything of interest to a dozen families occur, without having the fact duly though briefly chronicled in your columns. If a farmer cuts a big tree, or grows a mammoth beet, or harvests a bounteous yield of wheat or corn, set forth the fact as concisely and unexceptionably as possible. In due time, obtain and print a brief historical and statistical account of each township—who first settled in it, who have been its prominent

citizens, who attained advanced years therein, etc. Record every birth as well as every marriage and death. In short, make your paper a perfect mirror of everything done in your county that its citizens ought to know; and whenever a farm is sold, try to ascertain what it brought at previous sales, and how it has been managed meantime. One year of this, faithfully followed up, will fix the value of each farm in the county, and render it as easily determined as that of a bushel of corn.

II. Take an earnest and active, if not a leading, part in the advancement of home industry. Do your utmost to promote not only an annual county fair, but town fairs as well. Persuade each farmer and mechanic to send something to such fairs, though it be a pair of well-made shoes from the one, or a good ear of corn from the other. If any one undertakes a new branch of industry in the county, especially if it be a manufacture, do not wait to be solicited, but hasten to give him a helping hand. Ask the people to buy his flour, or starch, or woolens, or boots, or whatever may be his product, if it be good, in preference to any that may be brought into the county to compete with him. Encourage and aid him to the best of your ability. By persevering in this course a few years, you will largely increase the population of your county and the value of every acre of its soil.

III. Don't let the politicians and aspirants of the county own you. They may be clever fellows, as they often are; but if you keep your eyes open you will see something that they seem blind to, and must speak out accordingly. Do your best to keep the number of public trusts, the amount of official emoluments, and the consequent rate of taxation other than for common schools as low as may be. Remember that—

in addition to the radical righteousness of the thing—the taxpayers take many more papers than the tax-consumers.

I would like to say more, but am busied excessively. That you may deserve and achieve success is the earnest prayer of

Yours truly,

HORACE GREELEY.

No better recipe for the making of a country weekly has ever been published.

In the gathering of local news the country publisher needs as many volunteer reporters as possible. The more people who voluntarily bring items to his office the better paper he can get out. Such a custom he may develop by cultivation and encouragement. Even if he already has the item, he should make a few notes and later express his appreciation of the courtesy.

Such voluntary contributions, however, will not fill the paper. The various sources of news must be regularly visited. First in importance is the railway station to learn of arrivals and departures, for the personal column. Here, too, may be picked up the news of near-by towns along the line of the railroad. The post-office is a good news center, for while its patrons are waiting for the distribution of mail they have the leisure to tell the latest gossip. Carriers on the rural

free-delivery routes should be cultivated and trained to bring in items about conditions of crops, sales of farms, etc. Many country weeklies make a practice of giving every local pastor a complimentary copy of the paper in exchange for news of the church, the condition of the sick, the weddings of the week, etc. A special eye should be kept on the local grange and village clubs for subjects of community interest.

Such news items should be written in clear, straight-from-the-shoulder English. The first element in news-writing, of course, is clearness, for if any account be not clear it is worse than worthless. Next to clearness come the other qualities of good English, such as force and what might be called elegance, though fine writing has no place in a newspaper column. As a marble column loses not one iota of strength by being polished, so news items for a country weekly do not lose clearness if they are written in good English. Charles Anderson Dana, while editor of *The New York Sun,* invariably recommended to young reporters a study of the Bible for efficient English.

How not to write a certain item was told by Ralph Tennal in an address delivered before a gathering of Kansas editors:

A live local weekly never contains an item saying that Frank Smith walked in on the editor and renewed his subscription to "the best paper on earth." When Frank does call the editor shakes his hand, and while taking his money some kind of story is extracted from him. It may be a paragraph about the crops; it may tell the birthday of his father, a pioneer citizen of the neighborhood; it may be a bright saying of one of his children, or perhaps only an amusing antic of some farm animal. But Frank is mentioned in connection with something of real interest, instead of being coupled with a remark about paying a just debt.

One illustration must suffice to show what can be done in the country field. The village is the ordinary country town, neither a county-seat nor a very important shopping center for the neighboring territory. Similar opportunities may be found in any state. The description of what was accomplished is told in the words of the young fellow who, after being on the staff of a small city daily for a short time, decided that he wanted to run his own paper and thus be "first in a little Iberian village rather than second in Rome":

I came here in May and had seven dollars in my pocket when I landed. Nobody wanted the newspaper (editor had died suddenly) and the widow let me have it for $1,400 on a mortgage. I assumed some of the debts against the good-will, and by the time I got these paid I had about $2,000 in the proposition. As I recall, I had the plant paid for in three years

and it is now making me about $1,650 per year as a salary. —— is a town of 600, with fair surrounding territory, and our circulation varies from 1,200 to 1,400. As soon as I got my feet under me I bought a Simplex typesetting-machine, which we ran for some years, and about seven years ago bought a Linotype known as Model K. Plant was operated by water-motor when I came, and July found me without water. I asked what I was to do, and people told me that if I ran at night while the water was low I could probably get through. That was what the other fellows had done. I said, "No," and jumped on the train and went to a city where I bought a second-hand gasolene-engine, set it up, and have had power ever since.

When I came here I did not know a job press from a newspaper press. I had never set a line of type and have never yet done so and never expect to. The first day a man came along with an order for five hundred statements. An old printer set up the job and put it on the press, and I told him it looked O.K. to me and to go ahead with it. He said he had never run a job press and never would. It was stop there or run a press, so I took off my coat and learned press-work at once. I also ran the weekly edition on the cylinder press the first week. It was a muss, but I got away with it and operated the two presses for two to three years before I got a pressman. When I first came I would have given my right hand to have been a printer. I was not, and it was too tedious to learn, so I went back on the street to get news and advertising, and I soon found out that I could make three times as much on the street as I could have made at the case or at other inside work.

I would advise a chap who has a country newspaper on his hands to get men enough to run his shop,

then to get out after business and news. I would not purchase new machinery, for country papers do not have long runs, and new printing-machinery is made for continuous service, in many instances twenty-four hours a day. The country shop can get along on less substantial. I would not purchase machinery until I could pay for it. The thing that I would most impress on his mind would be that he *must collect his bills.* I know several country-newspaper men who are about on their uppers because they spend all the time in the shop and take only the money that is offered them. Get out regular bills to everybody. I am not talking about bad debts; there is no occasion for that. But these men I speak of do not collect their good debts. It seems impossible, but it is a fact. Everybody who gets a cent's worth in this place pays for it, unless I decide to make him a present of it, and then I tell him so on the spot.

The best and cheapest way to build up the circulation for a country weekly is to make each correspondent stationed in the neighboring villages and hamlets a solicitor. The correspondent, knowing the field and the people, will therefore know the best way to approach the possible subscriber. For such service he should have a nominal commission for each new subscription secured and a smaller commission for every renewal of a regular subscriber. Small as the amount may be, it promotes greater activity in the gathering of news items. In this way the

entire surrounding territory is thoroughly covered. To supplement, but not to supplant this method, some member of the staff should visit the numerous county gatherings, such as farmers' picnics, school meetings, church festivities, auction sales, etc., where both news and subscriptions may be picked up. If subscriptions are obtained by premiums the custom is established of giving something besides the newspaper for the money. The cost of such premiums very materially reduces the net proceeds of the office and cheapens the paper in the eye of the subscriber. A scheme which has given good results is to send a sample copy with a subscription blank, to every non-subscriber whose name may be mentioned in the paper. The personal mention, of course, should be marked in blue pencil or something of that sort. The local town should be canvassed thoroughly at least once a year for new subscribers.

F. M. Ball, a circulation expert, confirms what has just been said when he remarks:

The best way to maintain a good list of subscriptions is first to get a good list which has been built by honest methods and then keep that list interested. A subscription list is like a new theatrical production. It is easy enough to fill the house the first few nights by

proper advertising, but if the show is not interesting the audience dwindles and the show fails. Therefore, don't spend your money building up a list and spoil all your efforts by printing a poor paper.

Reference has been made to the country weekly as a "one-man proposition." Such a sheet, however, offers little by way of opportunity, for the nose must be kept too close to the grindstone—to use a trite expression. Even on the country weekly there should be a division of labor. First of all, there is the practical printer and pressman to look after the mechanical end of production. He may or may not have a financial interest in the paper. Next comes the owner or partner, who looks after the editorial, news, and business end of the enterprise. For odd jobs a boy is taken in at a low salary and under a promise of teaching him the trade. He is commonly known as the "printer's devil." The subscription books and the advertising ledger are usually kept by a woman—sometimes the editor's wife. In every community, however, a good, sensible girl can be secured for this work at a remarkably low salary, for wages in a rural community are not high. In the larger town the country weekly has a man who supervises the circulation and looks after the advertising.

The successful solicitor of advertising for the country weekly often has a hard task, for the simple reason that village merchants seldom realize the commercial value of publicity. Too often they have advertised because their rivals did, or because they thought they ought to support the local paper. Those who do not advertise are usually set in their opinion that "it doesn't pay." This opinion may be based upon past experience, where too much has been expected. In most fields educational work must be done before results can be obtained. Advertisements are said to be good if they pull. Strictly speaking, however, advertising does not pull so much as it grows. A dollar spent in advertising by way of seed should yield a rich harvest. Like the vegetable seed, however, it must be planted in fertile soil, for the best results, and time must be given for it to sprout and mature. The man who starts to advertise and then stops because he thinks it does not pay is often compared to the gardener who digs up seeds to see whether they are growing. Such a comparison is not a bad one to impress upon the advertiser.

In the solicitation of business the country publisher should take with him a carefully

prepared advertisement with a blank space for the dealer's name, and thus have something concrete about which to talk. A still better plan is to have the advertisement include the name actually put in type. With this the solicitor can appeal both to the eye and to the ear of the dealer.

An advertisement should give the news of a store, just as the paper should give the news of the town. Such store news describes new goods received, special bargains offered, seasonable products for sale. The more that advertising can be linked with news the better it will be both for the advertiser and for the publisher. Rubbers and umbrellas advertised in a rainy season, and parasols and oxford ties in the summer, illustrate, in the most general way, this principle. A better illustration, however, would be that of the photographer who wrote an ad that he made a specialty of taking bridal couples and inserted the advertisement in the June issues of the paper. At Christmas-time this photographer was saying in the village paper that in his shop might be obtained presents which friends could not purchase for themselves—a gift to be appreciated. The hardware dealer who knows the value of advertising tells about a spraying apparatus when

the insect pest is ravaging local gardens or the farm orchard.

One successful solicitor of a country weekly follows the plan of dropping in the village stores to ask about the latest goods received and about the products which the merchant is willing to sell at a lower price because of overstock. After he has obtained this information he suggests that the fact be given publicly through the advertising columns of his paper. He also seeks to learn about articles which save the time or labor of the housekeeper. To tell about these things is to render a service to the community. Information about the pump which works the easiest, the broom which sweeps the cleanest, the plow which is the strongest, the eggs which are the freshest, the food products which are the purest, the groceries which are the cheapest, the children's shoes which wear the longest, the butcher shop which is the neatest, the drugs which are the purest, the wearing apparel which is the latest—such information is news, even if it is inserted at so much per inch in the advertising columns.

While the price paid for a small advertisement in the classified department is usually low, the financial return from the department,

in comparison to amount of space used, will be found to be much higher than that from the larger space taken by the village stores. A live, up-to-date classified department has even greater news value for many readers. Seldom does the country publisher pay enough attention to these small ads. Yet the man who wishes eggs for hatching and turns to this classified department to find where they may be obtained is disappointed if he does not find the information. The same thing is true of the man who wants to buy a horse or a cow, a litter of pigs, etc.

Most country weeklies charge too little for advertising space. The result is that users value it at the editor's own estimate. The paper should have a fixed rate and adhere to it. It will not take advertisers long to find out, should they discontinue advertising, that the paper is more necessary to them than they are to the paper. The same adherence to the advertising rate-card should be maintained in dealing with outside or foreign advertisers. In the past numerous advertising agencies have asked country weeklies for quotations for a certain amount of space. Upon receiving such quotations they generally send a check of about one-

quarter of the amount asked. The country publisher, often financially worried, cashes the check and inserts the advertising. Such a practice has greatly cheapened the value of the country weekly as an advertising medium.

To start a country weekly of a certain type requires but little capital. There are concerns which produce half-printed sheets filled with national advertising and general miscellaneous items supposed to be of interest to rural sections. These half-printed sheets, known in the newspaper world as "patent insides," are shipped to small towns. There they are filled on the other side with local news and local advertising by means of a Washington hand-press, which may often be purchased second-hand for two hundred and fifty dollars. The cost of these patent insides is about the same as the cost of white paper. The concerns which print them make their money by selling advertising to national advertisers. At a very nominal charge they will print even the local news and local advertising on the other side. Many of the weak and struggling country weeklies are produced in this way. These weeklies, however, do not have the local appeal as the "all-home print." Such a method of producing a paper enables one

to get a start in business, and a change is made to a complete local production as soon as finances will permit.

The change is not usually made suddenly. Instead of buying half-printed sheets country papers buy plates of miscellaneous text, and then, by putting these plates on metal bases, they are able to use them the same as type in printing a newspaper. The cost of these plates, commonly spoken of as "boiler-plate stuff," is much less than that of actually setting type. Text for this plate service deals with such topics as better farming, news of the week, poems worth reading, health hints, the farm home, the poultry-yard, etc. Proof-sheets of such material, including that of fiction and special articles, are sent to the country publisher so that he may order what seems best suited to his immediate needs.

In the case of small towns located near large cities, bright, hustling chaps have started papers, in a few instances, without any mechanical equipment. A room has been rented for an office, local news gathered, and advertising secured. News and advertisements are taken to the city, put in type, and run off on the printing-press of some large job-plant. The printed papers are

then shipped from the city to the neighboring town, where they are distributed either through the mails or by local carriers. Even job-work is accepted. Just as with the newspaper, the work is done in the city, but delivered to the customer by the local paper. But, for some reason, newspapers seem to do better where all the printing is done at the place of publication.

Before purchasing or starting a paper one ought to have some practical experience. A year or two in the office of a weekly pays in the long run, as it affords an opportunity to learn from the experiences of others. Because the rural weekly is so easy to start, few towns capable of supporting a paper are without a local sheet. The best opportunities seem to exist, not in starting new enterprises, but in purchasing those already in existence, but which may be improved and developed. Reputation for ability and reliability sometimes enables a young man to buy a paper with a small initial payment and the rest left on a mortgage. This can be done easiest where the purchaser supplements the sale with a life-insurance policy taken out in favor of the person who holds the mortgage, so that in the case of his death all debts will be met.

The rural weekly may be, and often is, a power in the community. A New York publication, offering a prize for the most interesting contribution on "The Best Thing in Our Town," selected the manuscript describing *The Indicator*, at La Grange, Missouri. One illustration will "indicate" how the paper works for the interest of the town. When the boys were thoughtlessly killing song-birds there, the editor published the law: "Any person who shall kill, wound, or attempt to kill or wound by the use of firearms, bow and arrow, pelting with stones, or other missile, or otherwise, any bird, etc." Then after the penalty recorded in the quotation he added an editorial line, "Do you know what your boy is doing with that air-rifle?" After an insertion of this item the birds of La Grange sang without molestation from sling-shots or air-guns. The editor of *The Indicator* once "indicated" to the present writer the local situation, as follows: "With limited facilities we are endeavoring to *serve* a small field surrounding an ordinary little town. Our important news is for the most part insignificantly local. For some months circumstances have almost altogether prohibited the luxury of an editorial page." This editor has the right idea about the

editorial page: for most weeklies it is a luxury. Attention should first be given to the necessities, the news, and then to a few luxuries in the shape of editorials, local in application. Leave the Balkan situation to the metropolitan dailies to explain.

Another weekly which makes news as well as prints it is *The Telescope*, of Belleville, Kansas. Through its columns it started an agitation for a local county fair. It sold stock for its organization and then aided in purchasing suitable grounds in Belleville. The next year *The Telescope*, believing that Belleville was large enough for a commercial club, set forth its ideas in the "old home paper." One of the first activities of the club then organized was to build a concrete sidewalk to the cemetery, a mile away. Two or three years later the paper started a lawn contest with prizes for the best-kept lawn found on the opening day of the county fair each year. Committees of local citizens made the awards, but, in doing so, excluded prize-winners from future entries. The result of this enterprise has been a friendly rivalry in the way of local lawns, now one of the attractions of the place. Other activities of this newspaper are literally too numerous to mention.

Community activities to which a country weekly may well devote attention would include improvement of the highways, better education through consolidation of district schools, home-reading courses to develop the intellectual life of the community, the breeding of better stock to make farms return higher dividends, the organization of a society to collect funds for charity purposes and to apportion the same to local institutions in the right ratio—anything that will promote community interest. *The Star*, of Kansas City, Missouri, once took an acre of ground known as *The Star* Trial Acre and demonstrated what could be grown on an acre of land by intensive cultivation. City dailies have shown what could be raised in the back yard of the city lot. Similar enterprises might well be conducted under the auspices of the country weekly. *The Sun*, published at Herrington, Kansas, has done constructive work in its experiment-yards and instructive work in its new columns to show the value of a dust mulch and the importance of artificial bodies of water in Kansas to supply hot winds with moisture instead of letting them take it from crops.

Emphasis upon local news and such extra-

mural activities as have just been mentioned justify the opinion of some experienced newspaper men that the country weekly is entitled to a high place in American journalism. The late James H. Callanan, editor and publisher of *The Schenectady Union-Star*, paid, in an address at New York University, the following tribute to rural journalism:

I am inclined to think that an enterprising rural weekly is relatively the best newspaper printed, in that it adheres most strongly to the news ideal. It prints the news that people are talking about in its community and which makes the readers talk about the paper. This is true even if it is somewhat common gossip that is printed. It is the human interest, you know. That is the object of news quality. Interest your readers! By the same token the metropolitan papers are at the foot of the list. Of course, it is natural that the larger the town the less amount of local news is carried. However, more local news is demanded to-day by the readers of the average newspaper. It is true that the rural press with its gossipy items looks ridiculous to the city chap, but let me tell you that such newspaper reaches nearer to the ideal in human interest than the larger city contemporary. The Missouri Press Association was absolutely right in adopting a resolution recently calling upon city papers to do more in promoting the progress of the state, and particularly its rural territory and interests, and to give less attention to grammatical errors and the simple doings of the people as recorded in these bucolic weeklies.

Mr. Callanan's remark about the practice of certain smart metropolitan sheets to make fun of items in a country weekly is right to the point. The country weekly, if it wanted to waste its space, could make just as much fun—and on much better ground—of numerous items printed in city dailies.

A metropolitan sheet once poked fun at a country editor who offered a prize of a year's subscription to the farmer leaving the largest potato at the newspaper office. The country editor, when he read the item, smiled to himself and then went down into his cellar to look over two barrels of the largest and finest potatoes, impossible to be duplicated in a city market. He sometimes laughs best who laughs last. The "pipe-dream" of many a city-newspaper man is the ownership of a country weekly.

Not an amusing incident, but a serious observation, ought to conclude this chapter about the country weekly. Charles Moreau Harger, editor of *The Reflector*, at Abilene, Kansas, knows whereof he speaks when he asserts:

Scores of offices of country weeklies within two hundred miles of the Rockies give the editor an income of three thousand dollars or more a year for labor that allows many a vacation day. The old-time editor

who prided himself on his powers of vituperation, who thundered through double-leaded columns his views on matters of world-importance and traded space for groceries and dry-goods, has few representatives to-day. The wide-awake, clean-cut, well-dressed young men, paying cash for their purchases and demanding cash for advertising, alert to the business and political movements that make for progress, and taking an active part in the interests of the town, precisely as though they were merchants or mechanics, asking no favors because of their occupation, are taking their places. This sort of country editor is transforming the country paper and is making of it a business enterprise in the best sense of the term—something it seldom was under the old régime.

By way of a postscript it may be added that country weeklies range all the way from the one-man proposition where the editor must depend for part of his support upon his garden and his poultry-yard up to the country weekly to which Mr. Harger makes reference in the preceding paragraph. Some of the country weeklies, especially those located at county-seats, make more money than the struggling dailies in the smaller cities.

III

THE SMALL-CITY DAILY

THE small-city daily is simply the large-town weekly appearing every day. In many instances it is a development from the weekly, as the town has grown and in its expansion become a city. The emphasis is still upon local news, which, when grouped together, makes the most interesting page or department of the paper. To this local page the subscriber turns as he picks up his copy beside his door. The staff of the paper in its evolution from a weekly to a daily has been increased. Certain members can now be spared just to gather local items. The sources of news, however, are much the same as they were in the smaller town. There are, of course, more churches, more schools, more trains, to watch. When the inhabitants no longer visit the village post-office for their mail, but receive it from the hands of letter-carriers, that office loses its importance as a news center. The railroad

station, on the other hand, demands more attention. Some representative of the paper is needed at the station to watch the arrival and departure of all passenger-trains. Here such a reporter can gather many items for the personal column. A little chat with those at the station brings out the fact whether a man is going away or is simply there to meet a friend or relative. It is the psychological moment to get arrivals, for a man while thus waiting is more willing to talk about the friend expected than he is later when busy with words of greeting. One word of caution may not be out of place: the reporter should always request that, if the expected visitor does not arrive, the paper be informed of the fact, for otherwise errors in the personal column will appear about visiting people who never came.

This intensive cultivation of local items is often the secret of successful publication in the small city. A daily published in a small city of Kansas made more than twenty thousand dollars a year. These results were achieved without the assistance either of a circulation or an advertising manager. The paper had, in fact, nothing but reporters, but these reporters were expected to get advertising and circulation while making

the regular rounds of the city. Every business place, no matter if located on an out-of-the-way street, was daily visited. To avoid duplication in this work, local territory was divided among the four reporters, one of whom was the editor himself, and each was held responsible for news of his district. This paper worked on the theory that the duller the day the better must be the paper. It was like the policy of a certain preacher who always had a large congregation, regardless of weather conditions. When asked the secret of his success in filling his church on stormy and disagreeable Sundays, he replied, "I save my best sermons for such days."

The paper to which reference has just been made is *The Globe*, of Atchison, Kansas, edited for many years by E. W. Howe, and now conducted by his son. The father was most remarkably successful in printing little items which would provoke discussion. The following is typical:

> How early do mothers begin spanking their children? So far as we have been able to learn, by inquiring among mothers, it is necessary to begin spanking girl babies when about a year old, and boy babies when about sixteen months old.

The frankness of Howe's paper had a charm all its own. For example, he never hesitated

to talk either about himself or about his paper, as this illustration will show:

> If to-morrow is a dull day it will be the seventh in succession, and we will be compelled to print more stories of what Joe Schott saw when he was in Europe last summer.

National and foreign news for a small-city daily may be obtained in various ways. The great news-gathering associations, like the Associated Press or the United Press, furnish an abbreviated service for such dailies. Such news usually comes by telegraph over leased wires. Several papers, however, get it by telephone. This method is more expensive than purchasing similar news in plates ready to put on the press. "Boiler-plate" news, shipped by express from the nearest distributing-point, has the disadvantage that if trains do not make connection, or if for some other reason delivery is not made on time, the paper for the day has no national or foreign news. Its absence is not easy to explain to subscribers.

Publishing a small-city daily is sometimes the hardest job in all newspaper-making—especially when it must be done in a city not large enough to give one big item of news

every day. The city where it is a great pleasure to live is often one where murders and other crimes seldom occur. In such a place there are dull days yielding little by way of news. To provide for such emergencies the editor must provide what are commonly called "rainy-day features." Such features, compiled at odd moments, are held in reserve for those days when news is dull.

Among features which might be compiled are the following:

An interview with the oldest inhabitant about the city of yesterday. This old inhabitant could possibly recall the time when the first toot of a locomotive was heard or remember the old wooden bridge, with its shingled roof, which used to stand where the present iron structure was later erected. Another "old-timer" might have seen the stages that used to run over the hills to the neighboring valley before the present trolley system was born. Others may remember the condition of streets before pavements were put down, the street lamps before the arc-lights and gas-jets, the school-days of yesterday with its slates and its old-fashioned spelling-matches, etc.

A description of the oldest building in town, with data of when it was erected, who

owned it, why it was put up, how it was built, etc., usually makes interesting reading.

Similar to the one just mentioned would be features describing the first church, the first school-house, the first public building, the first village inn, the first—it makes no difference what. Beginnings are always interesting, because on them are built the things of to-day.

Recollections of distinguished men who spent their boyhood days in the home town are among the possibilities. There are always some who can remember amusing anecdotes about these men, and every town has its famous men. Possibly the young man who, as road commissioner, raked the stone out of the highways, later became a builder of railroads, as was the case of Collis P. Huntington, who not only at one time was a road commissioner, but a member of the volunteer fire department at Oneonta, New York.

Human-interest stories of this type exist in every community; only a brief hint has been given of these "rainy-day" features. Possibly the oldest inhabitant could be persuaded to write his recollections of the city in a series of communications. The great advantage of such features is that they give a longer life to the newspaper. Issues

containing them are preserved, or at least clippings made from them, to be pasted into scrap-books. Copies are often purchased to be mailed to former residents. While the newspaper is concerned primarily with the news of the day, it may sometimes take a glance backward without suffering the fate which befell Lot's wife.

Just as in the country weekly, where space is given to the farm products locally raised, so in the small-city daily items about the leading industry should be featured. Every small city has one or more industries which are the backbone of the place. Any news about them will be of general interest. For instance, one small city centers around the repair-shops of a certain railroad, and is therefore what might be called a railroad town. Many of its inhabitants are, in their daily employment, linked in some way to the railroad. A paper published in such a town would do well to print the latest news and developments in railroad construction. The daily should have on its exchange desk all trade publications relating to locomotives, etc. The official publications of the trade-unions connected with the railroads should also be studied carefully for items to be printed under some such head-line as, "Clicks

from the Rails." Whatever industry helps to make the town should be watched carefully by the local daily.

James H. Callanan, to whom reference was made in the preceding chapter, has thus emphasized the importance of small items:

Long articles of news are uninteresting to the average reader during these busy times unless it be on some subject that stirs the people, like a fatal accident, fire, or crime or some other startling event. People do not care for long accounts of ordinary news. Brief articles and more of them, snappily but not sensationally headed, with lots of small news scattered about, make the pages of the newspaper attract the eye of the reader. One can scarcely carry this to the extreme. We waste our space by not interesting the reader, in filling up our columns with long-winded "stuff." If you were going out to shoot big game you would use a rifle, but if you were after birds you would take a shot-gun so as to bring down more of them. This is just as mathematically true in making a newspaper. The greater variety of news you cover logically means the more readers you will interest. I do not know of anything so important in publishing the news as this fact. We all waste our space too much, let me reiterate, by not producing a greater variety of small "human-interest" news. You cannot err in this direction, for you are then bound to attract and please more readers. Make your paper fairly scintillate with little "stuff."

Publishers are more inclined, too, to cover the heart of the city intensely and let the outskirts go almost without intermittent cultivation even. Cover one section of your city just as well as another and get the

news from your circulating territory in the country relatively as well as you do in the city, so that it can be said that your paper publishes all the news of average interest throughout its field. If you do that it will make little difference whether you are so strong on state, national, and international events. Make your paper truly a local paper with all the city and vicinity news. You should, of course, touch more or less upon all important general news events, but the great preponderance of space should be given to home and near-home happenings. Publishers are prone to give too much space to telegraph news and editorials at the expense of the local. If you make your paper strong in covering local and vicinity news it will be attracted to the homes of the people in your territory, and that gives your paper the prestige that it must have in building up your circulation and consequently increasing your advertising patronage.

Rudyard Kipling once said that every good reporter has six servants to aid in the work. These six servants are the answers to the questions, Who, What, When, Why, Where, and How. The one to be answered first is that considered the most important by the writer. If the Who is a distinguished person his name begins the opening paragraph. In other words, put the most important thing first. If the cause is unusual the question Why is answered first, but should the way a thing is done be out of the ordinary the question How is featured. When the

time is unusual—something that seldom occurs—the question When receives first attention in writing the news story. The term "story" is applied to any item, fact or fiction, written for a newspaper. When it answers in the opening paragraph the six questions just mentioned, it is said to have the formal, or stereotyped, lead. The rest of the story is generally told in the natural or chronological order.

Serviceable as such stories are, too many written in this form give a monotony to the paper. The experienced news-writer, like the skilled short-story author, often begins his account at an exciting point and then skilfully inserts the antecedent facts as he develops the story. To write a news story in this way requires skill acquired only by experience. The beginner will do well to confine himself to the usual method, and then, after he has acquired efficiency in this field, he may attempt a more pretentious and informal way of telling the news. The informal method is most commonly employed where the interest depends more upon the way the story is told than upon the subject-matter or the facts in the case.

John Palmer Gavit, later managing editor of *The New York Evening Post*, compiled for

The Albany Evening Journal a circular of instructions for the correspondents of that newspaper. Later he expanded his circular into a little manual for reporters. In the latter he gives the following advice about writing the news:

Give the "meat" of the story in the first few sentences, and let the minor details follow as they will. Incidentally this will save many a good story from the waste-basket, for it permits the cutting of the article by amputation at the tail end without the necessity of rewriting it.

Be sure that your story, however brief, is complete within itself, so that the reader is not required to guess, or refer to previous issues for essential facts. For instance, it is common, but inexcusable, to say, "The jury in the Adams case came in this morning with a verdict of guilty, and the defendant was sentenced for ten years." What is the Adams case? Who is the defendant? Of what was he found guilty? Who sentenced him, and in what court? How much better it would have been to say, "John Adams, who has been on trial for three days in the county court on a charge of having burglarized Henry Wilson's house in Summerdale last month, was found guilty by the jury to-day, and was sentenced by Judge Gates to a term of ten years in Clinton prison." Bear it in mind, in short, that, though the matter is familiar to you, the casual reader may never have heard of it. Identify sufficiently every person named, so that there may be no misunderstanding as to who he is and what business he has in the story.

The real difficulty of the reporter, however, is found not so much in the writing as in the gathering of news. Often the best items are the hardest to get, for the simple reason that the people interested do not wish to furnish the information. It is one thing to write an interview and quite another to get it. Frankly, it must be confessed that this phase of the work is the hardest about which to give practical advice. The same situation obtains in other fields. Getting an audience is the most difficult thing for a new salesman. Helpful suggestions are found in little pamphlets which manufacturing companies give to traveling salesmen about how to reach buyers. Tact is the secret of success in this work. To know human nature is to know how to get people to talk. By way of illustration, the experience of a city editor may be mentioned. After several bad railroad wrecks he sent reporters to various railroad presidents to ascertain what was being done to prevent wrecks in the future. The first reporter he sent to the most progressive president, who was experimenting with long "cross-overs"—the rails which lead from one track to another. One bad wreck had been caused by a train taking such a cross-over at a high rate of speed. Experts had

shown that if the cross-over had been longer the train would not have jumped the track. This particular railroad president was only too glad to talk. The reporter sent by the city editor to the railroad president doing the least to prevent wrecks had a more difficult time, as he simply could not get an interview even after several attempts. The city editor then instructed this reporter to call once again and to send in this written memorandum: "I have come several times to learn what your railroad is doing to prevent railroad wrecks and you have refused to see me. Do you mind my stating in the paper how many times I have called and that you do not consider the matter of any importance to the public?" This memorandum cut the barbed-wire entanglements surrounding the office of the railroad president, and the reporter marched in and got a bully good story. Information learned later showed that this particular newspaper, by keeping after this particular railroad president, had done much to make the latter's train service safe for the passengers.

A subject too often neglected by the small-city daily is the weather. Yet it is a subject in which all are interested. Chester S. Lord, for a long time managing editor of

The New York Sun, has thus pointed out the need of paying some attention to this important topic:

> It governs our agricultural prosperity, it influences every kind of business, it stops the ball games, it impedes transportation, it deluges our domains with floods, it parches our soil with drought, it interferes with our plans, it disturbs our comfort, it ruins our health, it upsets our mental processes, it compels us to change our clothing when we do not want to, it makes us wear clumsy things on our feet, it raises the very mischief with us in a hundred different ways—and it is the universal topic of conversation. I am for printing a half-column a day describing the weather all over this land—giving the practical and the scientific reasons for violent changes, and explaining the indicated effect on trade, travel, and temperament.

The reporter on the small-city daily may supplement his income by corresponding for metropolitan dailies. On ethical grounds there is no objection to such a practice, but care should be taken not to let such outside work interfere with routine duties. Food for reflection will be found in the following experience of a reporter on *The Muskegon Chronicle:*

> Something like two years ago I quit school-teaching, at which I was making a rather good salary, for newspaper work at a laughable sum per week. But I figured I had enough saved up to make the grades. War-time living costs blasted this expectation.

Naturally, my first impulse was to earn something "on the side," and I readily broke into the correspondence game, selling my stuff to metropolitan dailies. At the end of a few weeks, despite my increased income, I was unhappy.

The more time I spent getting out copy that meant nothing to my own paper the less respect I had for myself or for my job. And occasionally my city editor would inquire as to how I had spent my time on some particularly slow day. The truth is, you can't dig up side-money stories and at the same time be working up features for your own paper.

Finally I decided either to get out of newspaper work altogether or to get into it whole-souled for my own paper. I did the latter, and in less than a year almost doubled my salary.

Practical suggestions about securing advertising have already been given in the chapter dealing with the country weekly. The small-city daily, however, should do even more by the way of service work. In the past the view obtained that the purpose of advertising was to send a customer to a store to ask for a certain product and that this demand of customers would cause the merchant to carry the product in stock. According to the view held to-day, advertising is employed to move stock already on store shelves. *It is not justice to a subscriber to send him to a store for something he cannot buy.* The small-city daily, therefore, should work

hand in hand with the dealer. The latter, when he is canvassed by a salesman for a certain product, should request a certain amount of co-operation on the part of the manufacturer in the marketing of the product in a local way. The live newspaper shows merchants how to link national advertising in the magazines with the local advertising giving the dealer's name.

Advertising contracts should be secured in a business way. One wide-awake sheet, in sending a borax concern an analysis of the city water, strongly alkaline, pointed out the advisability of advertising borax to soften this water. The recommendation "landed" the advertising contract. In another small city the school board, investigating local care given to the teeth of children, made a survey which showed the absence of the tooth-brush in many houses. Armed with this ammunition, the local daily took the matter up with the manufacturer of tooth-brushes and dentifrices and urged publicity for these products. After such advertising was secured, it ran a series of practical articles by a local physician on the care of the teeth. Another daily, published in the city where the soil was sandy, obtained an analysis of this soil from the state school of agriculture, and then

suggested to manufacturers of fertilizers containing the ingredients to supply deficiencies that the merits of their products be advertised at so much per inch. Good contracts were thus secured. Another daily, after large sums had been expended by the community in macadamizing highways, sent a memorandum of the fact to automobile manufacturers and suggested that the time was especially appropriate for automobile advertising. It got the business. When the gipsy moth was destroying the shade trees of a New England city, a local daily started a campaign for the extinction of the pest. The campaign was supplemented by advertisements of sprays and of spraying preparations.

A very successful feature in an advertising way has been a campaign for dollar bargains. Some certain day is selected and the daily urges the advertiser to feature on that day the different things which a dollar will buy. In the case of expensive articles like pianos, bedroom suites, etc., merchants have been persuaded to sell on that day for a dollar down and a dollar a week until full payment has been made. Such campaigns have been profitable both to the newspaper and to advertisers.

On the small-city daily—especially where the size of the newspaper is limited to eight pages by the capacity of the printing-press—advertising contracts should call for the use of a certain regular amount of space daily rather than for an amount to be used during the year. Where such conditions obtain, the make-up of the paper is much simpler.

In a small city the distribution of its daily is usually under the immediate control of the newspaper itself. The circulation department hires boys to deliver papers on regular routes, and for the service it pays them from seventy-five cents to two dollars per week. Morning papers, of course, have to pay more than evening papers, for it is much harder for a boy to get up on cold, wintry mornings and distribute papers so that subscribers may have them before leaving for daily work than it is to distribute copies in the afternoon after school duties are over.

The ideal, so far as circulation is concerned, is to have a local distribution equal to the number of homes in the city. If there is competition, of course, no such condition can obtain. There are, however, places, even in such cities as Kansas City, where local papers circulate regularly as many

copies as there are homes. Such papers, however, address themselves to the entire community and not to a select clientele, as is bound to be the case of metropolitan dailies.

Those connected with the circulation department of a small-city daily should work in co-operation with the reportorial staff, and *vice versa*. If the circulation man sees a personal item that John Jones has moved from 15 Maple to 17 Elm, he should make that change on his circulation books and see that this subscriber gets his paper without a notice to the office. Such courtesy always pays. Every so often the circulation books should be compared with the city directory and non-subscribers should be canvassed. While there are a few people too poor to take a daily paper, the number is so small as to be negligible. The opening up of rural free-delivery routes, the construction of new trolley lines and other means of transportation, should be watched carefully. Every such addition means a wider contributing territory for the newspaper. A canvass should be made of such territory with the same degree of regularity as is made in the city.

Collections of newspaper accounts in a

small city present problems not found in the larger cities. Generally speaking, collections should be made when customers have funds. In most small cities some one day is commonly known as pay-day for the industrial concerns. Collections should be adjusted so as to follow such pay-days, whether they be weekly or monthly. In collecting in rural districts the collector should make his rounds after farmers have been paid for their fall crops. If a part of the rural territory near by makes a specialty of catering to summer boarders, collection calls should be made after boarders return to the city. Obviously, in a book of this size, more details about collections cannot be given. The circulation department, however, offers employment to a limited number in what might be called outdoor work. The more successful small-city dailies furnish either a horse and buggy or a small runabout for the convenience of the circulation department. To be successful, the circulation man, like a reporter, must be a good mixer. He must know how to talk shop in an industrial city and to discuss crops with the farmer of the R. F. D. route.

In the matter of relative salaries according to geographical locations, deductions are

hard to make. On the whole, the West, particularly the Northwest, seems to offer salaries that are a little higher than those obtaining in the East. On the other hand, the assertion is made that the cost of living is higher in the West than in the East. One is on safer grounds to say that the principal difference in newspaper salaries is not between sections of the country, but between newspapers in a district. In every city where there are two or more papers, one of them is bound to pay higher wages to its employees. But it is probably true that a higher standard of skilled workmanship is demanded for the extra remuneration.

In this connection, salaries paid to workers on dailies published outside of what might be called metropolitan districts may be of interest. In the case of one hundred reporters who recently secured positions and about whom the writer has specific knowledge, ten were hired at a salary of $18 per week; thirty-eight at $20; twenty-six at $25; twenty-two at $30, and four at $35. In the case of a dozen city editors, who were hired during the same period to which reference has just been made, two secured $30; four, $35; four, $40; and two, $50 a week. The figure last quoted is about the average weekly

salary of the managing editor of the daily published outside the larger cities. Such a managing editor often has charge of the editorial page in addition to his other duties.

Part ownership, or even a controlling interest, is not beyond the possibilities for a young man who enters the field discussed in this chapter. Honesty and enterprise may give him such a reputation that even a local bank may be willing to assist him with credit when opportunities to buy stock are offered. Here, as in other lines of work, the man himself fixes the limits of the opportunities.

In discussing the opportunities to be found in newspaper work, Hart Lyman, of *The New York Tribune*, gave the following bit of advice to the students at Yale University in the course of his lecture on the Bromley Foundation at that institution:

> One suggestion which I venture to offer, and even to urge, is that you do not get to thinking of a big city as the only worthy field of newspaper ambition. Salaries are usually larger in such a place, but so are necessary expenses, while the sum of incidentals which seem necessary is appalling. Besides, the legitimate pleasure in work and its legitimate rewards in recognition and influence may be very great in a small city or substantial town. Moreover, in general, I should say that a man is justified by reason and

experience in wanting to be his own master and to have a proprietary interest in the product of his own labor, even at the risk of finding the financial balance on the wrong side. In a great city it is virtually impossible for you to dream of ownership, while in smaller places you may still find many an opportunity to get control of a newspaper when you are fit for it, and to make it what you should want it to be. It seems to me that in the exercise of good abilities for the promotion of wise purposes there is a large chance of happiness in such a life in such a place. There a man quickly establishes his identity, is enabled to take an influential part in the affairs of the community, and wholly escapes the sense of suffocation which the stranger is likely to feel in a great city.

IV

THE METROPOLITAN DAILY

AT one extreme in the newspaper business is the small country weekly where one man, with possibly a little help from the members of his immediate family, constitutes the entire staff; at the other extreme is the large metropolitan daily, where, in connection with its several editions, employment is given to something like two thousand persons. The plant of the country weekly often consists of two rooms, commonly spoken of as the front and the back office; in the former the editor has his desk, at which he both does his writing and transacts such business as is brought to the paper; in the latter he does his mechanical work of printing and producing the newspaper and of running off job-work. Some such distinction is drawn on the largest metropolitan paper, where the divisions are spoken of as the up-stairs and down-stairs office. The "down-stairs" includes the advertising

and business department and the "upstairs" the editorial and news.

In the basement of the building are usually found the presses. Here, also, are the addressing-machines of the circulation department. Above the editorial-rooms may be a floor for the accommodation of the composing-room with its typesetting-machines, etc. Space somewhere is set aside for the Sunday department, which manufactures the special supplement added to the news section on that day. Quarters under the roof may shelter the morgue, which contains those newspaper clippings, properly indexed and filed, which may be needed later by the editorial or reportorial staff. The man in charge of this department is called the "bone-yard" editor, because he supplies most of the material for obituary items.

At the head of the editorial department comes the editor-in-chief, who is sometimes called the chief-editorial-writer. He and his staff determine the policy of the paper, as expressed in the editorial page. Connected with the editorial staff is the literary editor, who has jurisdiction over the section of the paper devoted to news and reviews of books, sometimes issued as a supplement. Not infrequently, he is also one of the editorial-

writers. The cartoonist, often "drawing" one of the largest salaries of the staff, works in conjunction with the editorial staff. The cartoon, in fact, is merely a wordless editorial.

The news department, which may divide a floor of the building with the editorial, has at its head the managing editor. His staff consists of numerous other editors, such as the night city editor, the day city editor, the news editor, the cable editor, the telegraph editor, the sporting editor—in fact, almost all the editors, with the possible exception of the editor of the magazine section, to whom absolute freedom of conduct is sometimes given. To the night editor in some offices is given the task of seeing that the paper comes out on time.

In the news department the city editor looks after the news of the city and the near-by territory. He has under his supervision a corps of reporters to gather the local news upon his assignment. The news editor, in much the same way, looks after the general news all over the country, where correspondents of the paper are stationed. To a certain extent he works in conjunction with the telegraph editor, who looks after general news received from the news-gather-

ing organizations like the Associated Press or the United Press. News coming by cable, however, is under the supervision of the cable editor, who expands any skeleton or abbreviated despatch sent by correspondents at foreign capitals. The sporting editor, while technically under the supervision of the managing editor, usually has a free hand for his work and that of his assistants. The exchange editor, as his name implies, reads the newspapers from other cities with a view to clipping items of value to both the editorial and news departments. The news, as prepared by these different departments, passes, on its way to the composing-room, through the department known as the copy-desk, where, after being edited for errors in grammar and in construction, is given head-lines by special copy-readers.

At the head of the business department is the business manager, who exercises a supervision over not only the advertising manager and the circulation manager, but also over the heads of the various departments, such as the foreman of the press-room, the foreman of the composing-room, the numerous auditors and bookkeepers of the paper, the superintendent of the building, etc.

As this volume does not consider the mechanical side of the metropolitan daily, no mention need be made of the work of the typesetters, the proof-readers, the plate-casters, the matrix-makers, the cut-etchers, etc

The city editor holds such a responsible position that his work demands special attention. In a certain sense he may be compared to an army officer. He must have his men stationed at strategic points in the city to report the struggle and the conflicts of the Stock Exchange, the squabbles of city courts and of city streets, etc. Like the army officer, he must always have men in reserve for the unexpected. There is always the possibility that a bigger news story than anything on his assignment-book may break, and reserves must be rushed thither to report the event.

This necessity for men in reserve affords an opportunity for the beginner, or cub, as he is called in the city-room, to get his chance. Not infrequently the city editor tells an applicant that while there is no vacancy on the staff at the moment, he may come around and sit in the city-room on the chance that his services may sometime be available. Several well-known reporters have

obtained their start in metropolitan journalism in this way, by being the only available man in the city-room when some big news broke. There is one sure way to get an audience with a city editor: bring him a piece of good, live news. Men without any recommendations have picked up such items, taken them to the city editor, and thus secured regular employment.

Like an army headquarters, the city-room must keep constantly in touch with men stationed at strategic points. To bring this about, reporters are instructed to call the city-desk every so often on the telephone to learn whether there may not be something bigger and more important. A man can thus be sent at once to cover the larger event or to reinforce members of the staff already there. To a city editor the geography of the city is as important as the maps of the campaign to a military man. The telephone lines and connections serve the same purpose as they do in the army. There should be the same careful study of transportation lines in order that a reporter may reach a certain spot in the quickest time, or if some line is not running he may know another line to take in order to reach the spot. The assignment-book of the city editor shows

where his reporters are stationed, just as the records at headquarters show the location of troops. Routine news can be taken care of without a great deal of effort. It is the unexpected happening, like the attack of the enemy in military affairs, that tests the ability of the city editor and his staff. The shooting of Mayor Gaynor, the sinking of the *Titanic*, the attack on the *Lusitania*, are illustrations to the point. If the world should suddenly come to an end, the city editor must be prepared to report the affair in the last final edition.

Reporting on a metropolitan daily offers the opportunity to make good in the shortest space of time of any line of work. To establish a practice in law or in medicine, or to build up a trade for a mercantile establishment, usually requires years of constant application. But the reporter showing his ability at once is either advanced rapidly or is dropped from the regular staff. He must have the strength to stand the long hours of the task set by the city editor. But the hardships and strenuousness of the city-room have been greatly overemphasized in fiction and on the stage, and newspapers, like other commercial houses, have learned that it pays to be considerate of employees,

with the result that there have been many changes for the better within the last two decades.

Even the routine duties of the reporter bring him into contact with men of affairs in all commercial activities. In this way the newspaper office has often been the stepping-stone to important positions in almost all fields. Great commercial corporations are continually taking men from the newspaper office. The reporter becomes the private secretary of the captain of industry, and in capitalizing his experiences on a newspaper he makes a place for himself in a responsible capacity with a corporation. The newspaper office is often a recruiting-ground to fill the ranks in magazine editing and making and in book-publishing. But, for those who love the newspaper for itself and not for its wages, there is something fascinating about the business, the fascination of seeing how the wheels go round, how Presidents are made or unmade, what Congress does—and whom, the humorist adds. This indescribable charm offers more to the man who loves the work than the higher salaries paid elsewhere.

The "star reporter" is more a creation of the short-story writer and of the playwright

than of the city editor. In every city-room, however, there are some men who have a keener sense of news values than others and know how to arrange the climactic incidents in their dramatic order. In writing about the work of the metropolitan reporter, E. W. Townsend thus refers to a remarkable piece of reporting published in *The New York Sun:*

A diver is caught in the mouth of a great pipe at the bottom of a reservoir. He may be alive when the story reaches newspaper-readers, and there is the suspended interest, a vital, powerful interest for the story. A score of reporters learn identical facts, but send off by telegraph much varying stories. While one laboriously tells of the physical conditions at the intake of the pipe, another compiles a list of names and dates—facts suited for the story of the reservoir, not the diver—a third searches his brain for words descriptive of horror and vows never again to take an out-of-town assignment without first pocketing a thesaurus. But the twentieth man is writing a simply worded story of the facts, words, expressions, of a group of men trying to reach or communicate with the imprisoned diver; tells of their hopes, fears, labors, sacrifices; of the trials and failures of another diver, his sturdy courage, manly grief—all this concerned with one unseen man pinned down in the depth who may be alive! He tells not of the pressure of water, of suctions, but of a muddied oaf who will not leave the air-pump, though racked with pain and dropping with fatigue; a doctor who has sat for two days on a raft, to be at

hand when the diver shall be released; tearful women on the shore; a great man in New York who crowds the resources of a great railroad to rush the means for rescue—because the man down there *may be alive!* Why, half of New York forgot business and pleasure that day discussing this drama of suspended interest, which one reporter alone had the instinct to feature proportionately. Had the diver fallen off the edge of the reservoir dam, broken his neck, and died at once, New York would not have read so much as the few lines the paper would have printed about the accident. There were a dozen accounts which contained more information—mere facts—than the one referred to, but their writers lacked the instinct of a first-class reporter.

The news story mentioned by Mr. Townsend was written by Lindsey Denison and was regarded by George B. Mallon, the city editor of *The Sun*, as an exceptionally fine piece of reportorial work. Other city editors have called it a newspaper classic. The opening of the story is reproduced to indicate the character and to show the emphasis placed upon the attempt to rescue the imprisoned man:

BOONTON, N. J., April 12.—Bill Hoar, diver, is caught at the mouth of a pipe, sixty-two feet under the surface of the Boonton reservoir. He has been there since three o'clock Monday afternoon. If he is alive he has shown no sign of life since noon to-day.

Though no diver, so his fellow-craftsmen say, has

ever lived more than twenty-four hours under water, they are still working at the pumps, sending down a stream of air into Bill Hoar's helmet. For the first fifteen hours of his imprisonment Hoar knew what was being done toward his rescue, and, growing ever weaker, he made noble efforts to help, signaling cheerfully again and again, with his life-line: "All right! All right! Haul away!" and, "Wait and try again."

To-night Hoar's employer, J. S. Bundick, is hurrying from New York with a special train, the second that he has sent out for Hoar's rescue, and a fresh crew of divers with a lot of extraordinarily strong apparatus. The new crew cannot possibly get to work before daylight. They hope to bring Hoar to the surface. They will work as hard and as earnestly as though they expected to bring him up alive. It is but the truth, though, to say that they will be very much surprised if he has not died hours before.

So far as the divers who have been down to-day can discover, Hoar was the victim of his own indiscretion. It was a tremendously ticklish job he was sent on. He himself reported, after two trips made to the bottom yesterday morning, that he had never been on such a "scary job" in his life before, but that he had things fixed down below so that he had no fear of any accident any further.

The rest of the story is, naturally, too long for reproduction. Briefly, it takes up and expands the statements given in the opening summary. The situation at the bottom of the Boonton dam is described in detail. Starting with the first signal of danger, the reporter, Mr. Denison, gives in chronological

order an account of how another diver was summoned to help Hoar get loose, of how aid was sent by special train from New York, of how horses were used to try to pull the man to the surface, and of how "one more attempt" was made to raise the prisoner. Everywhere unimportant details are suppressed save where they advance the movement of the story, the dialogue is skilfully saved for the climactic situations, but no attempt is made to play upon the sympathy of the reader. All through the story the reporter has shown, rather than told, the difficulties of the task. Instead of a tale that is told, a life-tragedy is acted before the reader.

The experienced reporter, as in the illustration just given, knows how to open his story with an "interest-arouser"—often a bit of dialogue. Two so-called "star reporters" will illustrate this point. The first illustration is from the pen of Julian Ralph, and shows how he began his account of the trial of Lizzie Borden, charged with the murder of her father and her stepmother:

"Lizzie Andrew Borden," said the clerk of the court, "stand up!" She arose unsteadily, with a face as white as marble.

The quotation which follows illustrates how Edwin C. Hill opened his story giving the results of the trial of Charles Becker, of the New York police force, accused of the murder of Herman Rosenthal:

"Charles Becker to the bar!"

Once more the door that gives entrance toward the Tombs as well as to the jury-room was opened. A deputy sheriff appeared, then Becker, then a second deputy. One glance was all you needed to see that Becker had himself under magnificent control. His iron nerve was not bending. He swung with long strides around the walls and came to a stand at the railing.

In their opening paragraphs both of these stories follow much the same "blue-print." There is a bit of dialogue to arrest the attention of the reader, and then a pen-picture of the accused in each instance. The paragraphs which follow lead skilfully up to the climax where the jury announces a verdict of "not guilty" in the first instance and "guilty" in the second. In both stories, after the verdict in the words of the foreman of the jury had been given, a pen-picture followed of their effect. Ralph described the effect upon Lizzie Borden as follows:

At the words the wretched woman fell, quicker than ever an ox fell in the stock-yards of Chicago. Her

forehead crashed against the heavy walnut rail so as to shake the reporter of *The Sun*, who sat next to her, twelve feet away, leaning on the rail. It seemed that she must be stunned, but she was not. Quickly, with an unconscious movement, she flung up both arms, threw them over the rail, and pressed them under her face so that it rested on them. What followed was mere mockery, but it was the well-governed order of the court and had to be gone through with.

Hill thus told how the words, "Guilty, as charged in the indictment," affected Becker:

Becker's right hand was then gripped to the railing. He held his straw hat in his left hand, which, as his arm was bent backward and upward, rested against the small of his back. It is the plain truth that he took the blow without a quiver. After a second, it may be, he coughed just a little; a mere clearing of the throat. But his mouth was firm. His dark face lost no vestige of color. His black eyes turned toward the jurymen, who still avoided his glance, who looked everywhere but at the man they had condemned.

Such stories as have just been quoted from *The New York Sun* are first-page features. Their writers know that the copy-desk will not cut down the stories. In that respect these stories differ from routine items, which are so prepared that concluding paragraphs could be thrown into the "hell-box" if the rush of news crowds the space of the paper.

Short items are usually told in the chronological order and often lead to a climax. The important conclusion is put first in the head-line.

The metropolitan evening daily has frequently become merely a bulletin-board of news, so far as the first few pages are concerned, and a feature paper for the rest of the sheet. In the latter one finds bedtime stories, recipes for the kitchen, pure-food department, school news, the particular shopper, the suburban garden, and numerous special articles on almost every conceivable subject. Preparation of these features offers limited employment to a few who, while not interested directly in the gathering of news, may have the talent to write articles of general interest. Payment for this work is often made at space rates, varying from five to fifteen dollars per column.

The newspaper man who is an optimist, and continually sees not only the brighter but the lighter side of life, finds employment as a conductor of a column of humor. Often, to look at the matter from the lighter point of view, he is the most successful man on the newspaper, in that he lets his contributors do much of his work for him. Many "colyums" are composed of over 50 per cent.

of volunteer contributions for which no compensation is paid by the newspaper. To select out of the great mass of material which thus comes to the newspaper office, however, requires an editorial skill and an appreciation of what pleases popular fancy. As these volunteer contributions are signed, an opportunity is thus afforded to those to whom this work appeals to break into print. A collection of clippings of matter thus printed is an excellent recommendation in applying for a position in this field: it shows what a person can do, whereas a recommendation only expresses what another thinks one can do.

In passing from the reportorial to the editorial staff, it should be confessed at the outset that positions on the latter are relatively few in number and difficult to obtain. To interpret the news of the day demands special qualifications, such as a breadth of vision and a maturity of judgment which come from close study of political and socialistic tendencies. Most editorial-writers have arrived at their present positions after training on the news staff, where they showed a special aptitude for the interpretation of news. To be an editorial-writer on a metropolitan daily, it is said in newspaper circles,

a man ought to know something about everything and everything about some one thing. It is the latter that gives him a reputation. For years Frank H. Simonds, while writing on general miscellaneous topics, made a close study of military strategy and of international politics. It began to look as though his specialty was not going to be of much use to him when the great war broke out, or, as he expressed it, "the war walked up my street." In a very few weeks people were climbing the three iron staircases leading to the editorial offices of *The Evening Sun* in New York in order that they might learn who was writing those wonderful war editorials. Soon Mr. Simonds was receiving all sorts of offers for his services. His editorials were syndicated to a large number of papers and he was literally besieged by magazine editors for contributions on war topics. He had found his place in *The Evening Sun.*

The door to the editorial-room is not absolutely closed to the applicant. He must knock hard before he gains admittance. How one bright reporter pushed the door open may be illuminating. After serving his apprenticeship in the city-room, he began to write letters to the editor, first under one

name and then under another. Later he collected these letters, which had been printed on the editorial page, boldly went to the editor-in-chief and asked for a position on his staff. The letters got him the job. Another young man who had previously studied for the ministry, but later gave it up to enter newspaper work, found an opportunity when a pope died. Being the only one in the office who knew anything about the complicated way in which a successor was elected, he interpreted the news of the Quirinal in a series of very interesting editorials. His specialty won him a permanent position.

Whether an editorial-writer is justified in writing an editorial in support of some measure with which he is not in sympathy has received much debate. On this particular point the present writer has elsewhere expressed his views as follows:

> Another so-called weakness of modern journalism is that editorial-writers must on special occasions write opinions not believed to be just and right because the chief of staff insists that these policies are those of the newspaper. Tiffany Blake, chief editorial-writer of *The Chicago Tribune*, put the case in its proper light when he gave this justification of such work. He thought, when a writer was, on the whole, in sympathy with the editorial policies, he might,

in minor cases, support certain measures with which he did not agree. Such conduct, Mr. Blake pointed out, was in keeping with the religious and political life of any individual; a man in joining a political party does not necessarily imply that he supports every plank of the platform, but that he thinks that this party comes the nearest to agreeing with his views about the questions of the day; a man joining a church or religious sect may not agree with every article of the creed, but he chooses to become a member because this religious denomination in its larger doctrines favors his views on matters of ethics and spiritual welfare. As a matter of practice, however, an editorial-writer on the larger dailies seldom has the disagreeable task of writing what he does not believe. A question is thrashed out at the editorial council and, after a decision has been reached as to where the paper shall stand, the writing of the editorial is given to the man to whom the subject most appeals, because experience has shown that he can generally produce the most forcible and convincing appeal on the subject.

The advertising department of a metropolitan daily offers, from a financial point of view, possibly the best rewards in journalism. Many look upon the advertising department as the one which pays the salaries of both the circulation and the editorial department. Such a view is open to serious question. If the editorial department does not manufacture a good product, and if the circulation department does not market the product in the best and most economic way,

the advertising department can do little. The newspaper having the largest circulation in the country agreed to pay its editor a nominal salary plus an additional sum for every thousand circulation he added after assuming editorial control. As this particular editor succeeded, even though it be by somewhat sensational methods, in increasing the circulation by the hundreds of thousands, his salary is to-day possibly the largest paid in journalism. To a certain extent, however, he is not on a salary basis, but is a partner in the concern and a sharer in its profits.

Those connected with the advertising department on a metropolitan daily usually work for a nominal salary known as a drawing account and receive a commission on the business they bring to the newspaper. Live wires in the business prefer such an arrangement. No work, no pay, is not a Bolshevik principle, but an American business maxim.

The advertising man must know, so far as he can, just what he is selling—even though he is dealing with the most intangible of economic products. From a certain point of view, he is selling the readers of the newspaper to the advertisers. Quality and quantity are the two factors which determine

the price he may ask for advertising space. As good goods may come in small packages, so the newspaper with readers of high purchasing power often have small circulation.

Just as the editor must know how to prepare his material to please his readers, so the advertising man must be able to suggest to advertisers the kind of copy which, when inserted in his paper, will yield the best results. A certain department store was considering the advisability of discontinuing its advertising in a certain metropolitan daily because it was believed that such advertising was not profitable. This particular daily had a small but very select circulation. A young lady who had just become connected with the store asked for the privilege of making an experiment. Instead of featuring bargains of the usual department-store ad, she wrote special copy describing expensive and exclusive articles. She then inserted this copy and found that the newspaper returned better results in proportion to the amount expended than any other paper in the city. The point to be emphasized is that the advertising manager of the newspaper in question should have known this fact and pointed it out to the advertiser instead of leaving the suggestion to come from

a new employee in the advertising force of the department store.

The advertising solicitor on a metropolitan daily must know just what his paper offers to the advertiser. He is working in competition with car-cards, bill-boards, theater programs, and numerous other media. Without making too fine a distinction, it may be said that newspaper advertising goes to the possible purchaser, while in the case of other media to which reference has just been made the possible purchaser has to go to the advertising. The advertising solicitor must know the rate-cards of his competitors as well as that of his own. He must know the strength and the weaknesses of rival sheets, and unless he is just to them he will not get very far. Knocking the other fellow seldom, if ever, gets business.

In addition to the solicitors for general display advertisements a few find employment in the special departments. When the newspaper has a good automobile department men are needed to solicit ads of automobiles, automobile accessories, etc. If it has a pure-food department, solicitors are seeking ads. of food products which meet the technical requirements as to purity, etc. Certain solicitors give all their time to getting ads

of bond houses, etc. If real-estate news is printed special solicitors are needed in that field.

The classified department possibly offers the best opportunity to the young man to see whether he is cut out for a solicitor. It is hardly fair to a beginner to expect him to get advertisements in other fields without special training. In the case of small ads like For Rent, For Sale, etc., the novice finds a training-school in the matter of solicitation.

William C. Freeman, who knows the advertising end of the newspaper, speaks with authority when he gives the following fifty qualifications that advertising solicitors should possess:

1. They understand human nature.
2. They have an inviting, earnest presence.
3. They know how to approach business men.
4. They dress well and look prosperous.
5. They are good listeners. They think.
6. They talk convincingly.
7. They have ideas to suggest to advertisers.
8. They know the value of publications other than their own, and are able to answer any questions about them.
9. They do not knock other publications. They tell the good points about them, if they speak of them at all.
10. They analyze reasons why advertisers use publications other than their own.

11. They apply those reasons in an effort to get the business for themselves.

12. They concede merit to other publications, and do not insult a man's judgment if he uses them in preference to their own.

13. They know how to write good advertisements, if it is necessary for them to do so.

14. They are invariably cheerful and optimistic.

15. They are polite.

16. They have good judgment.

17. They do not force their opinions on advertisers.

18. They do not make calls unless they have something of importance to say—some suggestion to make.

19. They study the business of the advertiser, and try to give good reasons why advertising in their publications can be made to pay.

20. They command respect, because of their earnestness, sincerity, and force.

21. They are able to aid an advertiser in planning an advertising campaign, and frankly suggest mediums besides their own that they honestly think will be helpful to him.

22. They look a man straight in the eye when they talk to him—not at his scarf-pin or his watch-fob.

23. They work hard and are accommodating.

24. They know the advertising rates of publications other than their own, and can answer any question about them if the advertiser wants to know.

25. They do not speak ill of representatives of other publications. If they cannot say a good word they do not say any.

26. They are not copy-chasers. They are copy-getters—by argument, by personality, by intelligence.

27. They are well informed on the topics of the day, and are able to discuss them intelligently.

28. They only talk of personal matters when the advertiser himself turns to conversation in that direction.

29. They know the strong and weak points about their own and other publications, and talk about both with equal frankness.

30. They have a pretty fair knowledge of what good copy is—although the man does not live who knows to a certainty what good copy is. The best kind of copy is the copy that pulls.

31. They study the advertiser's wishes and respect them.

32. They do not annoy an advertiser.

33. They resent reflections upon their publications, but always with dignity and calmness.

34. They are not hot-headed, or foolish, or selfish, or narrow in their views.

35. They promise nothing that they cannot perform.

36. They do not entertain a proposition to print an advertisement at a cut rate.

37. They never carry a proposition back to the office that is contrary to the rules of their publications. They reject it on the spot.

38. They do not drink during business hours, if at all.

39. They do not misrepresent.

40. They are capable of suggesting suitable and striking designs for advertisements.

41. They are frequently able to suggest striking, forcible head-lines for advertisements.

42. They are on the job early and late—always working and thinking.

43. They take as much pride in aiding in the development of an account—landing it in the net of success—as the fisherman does in landing a black bass or a trout. Isn't a good advertising man a good fisherman?

44. They do not try to make a merchant over-advertise. On the contrary, they ascertain about how much business a firm or individual does, and then estimate how much percentage of the gross business he can afford to spend in advertising. Then they try to get the right proportion of the total expenditure for their own publications. They do not try to get it all.

45. They are particularly careful in their talks with merchants who have not started to advertise. They plan, suggest, furnish samples of copy, estimate costs, enthuse the prospective advertiser, point out to him other successes, and work patiently and steadily until they convince him.

46. They encourage the beginner at advertising. They help him in every way possible.

47. They know how to go to luncheon or dinner with a man without talking business.

48. They know how to extend a courtesy to an advertiser without being accused of trying to "work" him for copy.

49. They are diplomatic as well as firm.

50. They read all advertisements.

Of all these fifty qualifications mentioned by Mr. Freeman in one of his advertising talks printed in *The Evening Mail*, of New York, possibly the most important is that which suggests that the solicitor should always go to the advertiser with a constructive suggestion. Too often the solicitor is classified with beggars, canvassers, and other undesirable visitors in an office. Once he has established a reputation, however,

for coming with ideas for increasing the business of the customer, the office door swings open on greased hinges. The solicitor may not land the contract, but always gets a cordial greeting.

To the young man of executive ability the circulation department of the metropolitan daily offers to-day better opportunities than ever before in the history of American journalism. In the past, the best circulation manager was often the one who could tell the biggest lie about circulation figures and get away with the bluff. When James Keeley, then general manager of *The Chicago Tribune*, wrote an interesting pamphlet on "Circulation Liars," he presented a phase of the subject which reflects little credit upon American journalism. Since then, however, conditions have materially changed for the better. Much of this improvement is doubtless due to the Federal government, which now insists upon full weight in circulation, the same as it has insisted upon full weight in food-packages. Aid also came from those advertisers who insisted upon knowing not only the quantity, but also the quality of circulation, with special reference to how it was obtained. Premiums, voting contests for the prettiest girl, free trips to

Europe for those getting the largest number of subscribers, etc., while adding to circulation, have not increased proportionately the purchasing power of the paper's patronage in response to advertising.

With this change in the attitude toward circulation came a change in the dignity of the circulation manager. So much odium in the past had been attached to that title that some journals selected that of sales manager.

Formerly the circulation department confined itself chiefly to counting out papers to newsboys and to seeing that bundles of papers were despatched in time to get the mails or were delivered promptly to waiting wagons and automobiles for city distribution. While this task still belongs to the circulation department, the sales manager, leaving his dirty corner of the basement and moving his office to a better and more commodious quarter comparable with that occupied by the editor or the advertising manager, has become one of the great constructive forces in newspaper-making. Closer to the ultimate consumer than any one else on the paper, he can bring to a joint conference suggestions for features which will make a "hit" with readers. His views on the policy of

the paper are as important as those of any one, for he alone knows whether a marketable product is being produced. Many excellent newspapers, on the other hand, do not hold the place in the community to which they are entitled, simply through the inefficiency of the sales or circulation department.

In marketing a metropolitan daily there are often several middlemen, through the adoption of a scheme known as "farming out" the circulation. Under this plan the newspaper sells its product in bulk to a distributing agency which usually handles several or even all the papers of the city. This wholesaler distributes to district agents, who sell to the news-stand, which in turn delivers papers to regular patrons in addition to selling copies to chance purchasers. Street sales are looked after by newsboys. Such a scheme, while it relieves the newspaper from many annoying details of distribution, destroys many personal contacts with the ultimate consumer, the reader, and makes it hard to find out whether he is satisfied with what he gets. Between the plan just outlined and that whereby the newspaper controls distribution, even to newsboys and to news-stands, there are many variations.

Each newspaper may, if it so desires, be a law unto itself. Where the newspaper assumes all the burdens of distribution it has numerous ways to get the reader's point of view. The first of these, of course, is when he subscribes and is willing to give the reasons for his selection of a particular paper. When he complains of inability to get a copy he makes another point of contact. When he renews or stops his paper he usually furnishes helpful information about what he liked or what he disliked or found lacking to want the paper discontinued. Except for the few letters sent to the editor, the sales manager is the only one to know from first-hand information whether the paper is printing what readers want. His opinions, therefore, about such demands of subscribers are of the utmost value to the editorial department, as has already been mentioned.

Any increase in the size of the staff of the circulation department provides additional opportunities for employment. Welfare work among the newsboys, educational training of them, and similar activities in the interest of the newsboy are recent innovations under the jurisdiction of the sales department. For a job of this sort special qualifications are demanded, and

its appeal is limited to those who work with the heart as well as with the hand.

Besides those employed in the city distribution a few are hired to increase the circulation in what is called the contributing territory. This includes all districts within the shopping radius. Each copy going into this district adds value to the advertising. The distribution through the mails is also under the supervision of the circulation department. Much of the work here is purely of a clerical character, but often gives the chance to become connected with the business side of newspaper production.

In the larger cities, newspapers, instead of addressing themselves to the entire population, cater to select clienteles. Obviously, a paper popular with the garbage-collector and the ashman will not have the same appeal for the banker and the broker. It is the problem of the sales manager to know its markets and the number of purchasers in the field selected by his paper. He must know how to write business letters and circulars that "pull." Success in getting circulation comes only to him who is fertile in ideas, constructive in character. Each paper presents its own peculiar problems. One sales department made the experiment of

calling on the 'phone individuals who, in the opinion of the sales department, ought to be subscribers but were not. Such solicitation in this instance produced good results. Another sales department of a newspaper somewhat popular in its appeal sent a card to which a penny had been attached, with instructions to get a copy of the paper in the morning. Results were again satisfactory, as circulation figures showed.

Freakish schemes to increase circulation seldom yield returns that pay. Jason Rogers, the publisher of *The New York Globe*, has no use for premium or catchpenny plans. In his practical book, *Newspaper Building*, he thus tells about a newspaper with which he was once connected and which started with the idea of providing every reader with an accident-insurance policy:

> All a person had to do to win was to be found dead through some accident and to have a copy of that day's paper in his pocket. We later discovered that every gang of workmen had two or three copies of the paper, one of which they placed in the pocket of every fellow-workman who was injured.

Mr. Rogers, in describing his own experiences on *The Globe*, gives most valuable information about responsive circulation:

The only kind of circulation that is worth anything to us as a good-will asset is that represented by our townsmen who regularly buy our paper and have confidence in it. Our advertisers are discovering this, as is shown by the methods of the Audit Bureau of Circulations in its form of reports and audits. The modern newspaper practice is tending toward the elimination of widely scattered circulation to points many miles away from our home town. Such circulation is almost valueless to our local advertisers, and the general advertiser buys our space for local trade stimulation. Our newspapers have been foolishly profligate in seeking to attain the highest possible circulation figures. It is being demonstrated more and more that we can get higher rates for concentrated circulation of the kind that represents a solid buying constituency than one with mere figures to sell. Our circulation efforts, therefore, should be along the line of reaching the sort of people whom we can educate to have implicit confidence in their paper and the advertising it prints than the kind that merely buys it to glance over headings and to look at comics or sensational matter.

There is no money in merely selling newspapers. There is no money in selling newspapers which are unprofitable to our advertisers. Our profits and prosperity are so closely interwoven with those of our advertisers that we should seek to eliminate needless waste. Money wasted in this detail must come from the advertiser in the way of higher rates or out of our profits.

To the sales department belongs the work of advertising the paper on car-cards, bulletin-boards, and in other newspapers—in a

few instances in monthly magazines. In the past, newspapers have not done enough to advertise their own products: while urging others to advertise, they have not proved their faith by their own works. Judicious advertising unquestionably is an aid to a newspaper, the same as to any other product. Its purpose, however, should be not so much to get large circulation as to get responsive circulation mentioned by Mr. Rogers. Even foreign advertisers, manufacturers of nationally advertised products, seem to favor papers used by local advertisers.

In newspaper circles the assertion is commonly made that financial returns from circulation should pay for the cost of white paper used in the plant. Such a deduction is as truthful as most generalizations. The fact, however, should not be lost sight of that when such results are accomplished too much credit should not be given to the balance-sheet of the advertising department, because it has not paid for the white space on which the advertisements are printed. The ideal situation in a newspaper office is where a paper can break even purely from its sales of printed copies, whether they contain advertising or not. Such conditions do obtain in a few offices. On some of the

largest papers circulation furnishes one-third and advertising two-thirds of the total income. In such cases advertising has not been charged for its proportionate amount of white paper. The reader pays, of course, simply for the news. To the circulation, therefore, should be charged only the cost of paper used for news. This may be obtained by adding the number of text columns and then dividing by two, as the paper is printed on both sides. Such a computation would change the accounting in many offices. Profits in newspaper-making come from large production. If initial costs have been met for gathering of news, putting it in type, and printing it on white paper, extra production only costs the longer time of the pressmen and the larger amount of white paper used. On the other hand, such extra circulation enhances the value of the advertising column.

To sum up the qualifications of a man in the circulation department, he should have all those qualities which a good sales manager should possess for the marketing of any economic product.

Newspapers published in cities like New York, Chicago, Philadelphia, etc., offer in some respects the poorest opportunities for the beginner. Before seeking work on such

papers one ought to have either training on a smaller sheet or instruction in a school of journalism. Newspaper men having their eyes on cities where the rewards are the greatest naturally drift to metropolitan centers, so that competition becomes unusually keen. Journalism, however, is never a closed field protected by license: it is open to all, and the race is to the swift.

In conclusion, a glance may be taken over the entire field. What is the opinion of those who have achieved success in the business? Adolph S. Ochs, purchasing *The Chattanooga Times* when it had a circulation of only seven hundred and fifty, made it one of the most influential of the inland dailies. Coming to New York, he purchased *The Times* when its circulation hovered around ten thousand and has since built up that paper until it has to-day possibly the largest circulation of any of the morning newspapers in the metropolis. When it comes to the survey of the newspaper field, his vision has never been astigmatic or myopic. After remarking that his experience in newspaper - making had afforded an opportunity for close observation of what is going on in its many ramifications throughout the country, he made before the National Editorial Association the broad

assertion that never before did there exist so many splendid opportunities to win honor, fame, and fortune in the profession of journalism.

Mr. Ochs then outlined the qualifications as follows:

In all its angles there is in American journalism a demand and an urgent need for men of ability; men possessing the cardinal virtues — prudence, justice, temperance, and fortitude; faith, hope, and charity; men who love their country and their fellow-men; men of courage and convictions; men with vision and imagination; men who are thorough and painstaking—who take a pride in their work and whose heart and soul are in it; men who do not think they know it all, but can learn from others; men who are constantly seeking for and acquainting themselves with the newest, the best, and the most effective work done by others, and with the intelligence to understand what they learn and to apply the knowledge to their undertakings; men who are thoroughly grounded in the very rudiments of newspaper-making; men who know a proof-press, a shooting-stick, and quoin, a rotary press, linotype, and autoplate; a monkey dash as well as a column rule; with not only a nose for news, but with olfactories to scent odors and detect rottenness; men with a sense of proportion and of values and with an eye for impressive and pleasing typographical display; men who in circulation know the real from the artificial, and in advertising know the genuine from the deceptive; above all, men with the practical equipment and the sincere and vigilant purpose to present the news

honestly and without prejudice, and to interpret it with independence and fairness. This may be the counsel of perfection, but in newspaper-making perfection in morals, habits, and equipment—as near as is humanly possible—invariably spells success with capital letters.

APPENDIX

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THE END

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EDITOR
MANAGING EDITOR
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Part 3—The Soliciting Force

The solicitor of the early days; vital thoughts for would be solicitors; the peace-making solicitor; wiles of the space buyer; silence more deadly than attack; weak spots in the armor of the dominant newspaper.

Part 4—Exploitation

Sell advertising plus results; reaching the distant manufacturer; making new local advertising; selling the newspapers by states; state map and statistical booklet; intensifying reader interest in advertising; building up the classified; plan for national newspaper organisation.

Part 5—The Special Representatives

A section devoted to notable contributors by leading special representatives showing the service they render to clients.

Part 6—The Advertising Agent

A section devoted to notable contributions from leading advertising agents designed to show newspapers wherein they can help the agents produce more business.

Part 7—Advertising Brilliants

Superiority of the newspaper as an advertising medium; P. T. Barnum as an advertising expert; Henry Ford the super-advertiser; the time element in advertising; ten commandments of salesmanship.

Price $10. All orders must be sent direct to the author

JASON ROGERS, The Globe, 73 Dey St., N. Y.